

DRAFT - OIG - 11/4/54

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1. PROBLEM:

Date: 11-28-78

- a. Should Chief, Logistics be made an Assistant Director.

- b. How, in Agency Regulations and Notices, avoid the cumbersome expressions fixing responsibility, as follows:

"Chiefs of Administrative Offices of the Deputy Director (Administration), Assistant Directors of the Deputy Director (Intelligence), Chiefs of Senior Staffs and Area Divisions of the Deputy Director (Plans), the Assistant Director for Communications, the Director of Training, and the Assistant Director for Personnel are responsible for...."

"Office, as used in this Notice, means Senior Staffs or Area Divisions under the jurisdiction of the Deputy Director (Plans), Offices under the jurisdiction of the Deputy Director (Intelligence, Administrative Offices under the jurisdiction of the Deputy Director (Administration), the Office of Personnel, the Office of Communications, and the Office of Training."

2. ASSUMPTION:

That to retain the designation of "Assistant Director" is desirable for prestige reasons and for preservation of a now well established title which is in conformity with the senior titles above it.

3. FACTS:

- a. There are now eight AD's in the Agency, six in the DD/I Area, one in Commo, and one in Personnel.
- b. The DD/P is organized with five senior staffs and seven divisions. The senior staffs are FI, PP, CE, TSS, and Admin. The seven divisions are geographical elements. The DD/P is satisfied with his present organizational setup, and does not want an AD designation within his organization because under the conception of confining it to four - possibly five - senior staffs, there would result a bad situation

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echelon-wise with the chiefs of divisions, some of whom have equally large and heavy responsibilities. To make the chiefs of all staffs and divisions AD's - 12 more such titles, for an Agency total of 20 - would water down the prestige and authority of the title Agency-wide and destroy the DD/P's organizational alignment.

- c. The present titles of the heads of Personnel, Communications, Training, and Security make for organizational confusion.

The Director of Training wants to retain that title and does not want to be an AD. The Assistant Director for Personnel and the Assistant Director for Communications, and the Director of Security don't care whether they are AD's or "Directors of".

- d. Within the DD/A's Area, the following designations are commonly accepted parlance: Chief, Medical Staff, the General Counsel, the Comptroller, the Auditor in Chief, and the Chief, Management Staff. There remains, then, the two large offices of Logistics and Security, which can take any designation we choose to give them.

3. DISCUSSION:

The above statement of the problem really asks for a resolution of a far more basic question. This question is: What is the ideal Agency organizational alignment? This question challenges the whole concept of the DD/A alignment (versus a General Staff concept) and also challenges the echelon position of Personnel. On this last challenge, it is considered not timely to have our No. 1 asset people supervised by a fourth Deputy Director, who also should supervise the Medical Staff and the Training function. The DD/A setup is only approximately four years old, and it may well be the part of wisdom to recognize the funda-

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alignment, it does not make grievous difference what it is as long as it works.

4. CONCLUSION:

All three problems named above can be solved without violation to feelings and without a radical organizational change by dealing with Logistics and Security together, and by changing the titles of the Director of Security, Assistant Director for Personnel, and Assistant Director for Communications.

To make the Chief of Logistics an AD alone within the DD/A components would lower the prestige of the Director of Security, and by treating both of them together the rest of the DD/A components can stand on their own feet with the existing titles. Then, by changing the titles of the AD for Personnel and the AD for Communications all of the three offices which report to the DCI are then uniformly designated.

5. RECOMMENDATIONS:

It is recommended that:

- a. The Chief of Logistics and the Director of Security be titled Assistant Director in each case.
- b. The DD/P and the remaining components of the DD/A stay as they are.
- c. The titles of Assistant Director for Personnel and Assistant Director for Communications be eliminated in favor of Director of Personnel and Director of Communications respectively.

Chief, Management Staff

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MB - Then in the Agency Regulations and Notices, the first designation would read "The Deputy Directors and the Directors of Personnel, Training and Com-

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munications". In the second case where coverage desired is to omit the Deputy Directors, the designation would read "The Directors of Personnel, Communications, Training and the Chiefs of the other Offices, Staffs, and Area Divisions".

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